



Homeland
Security

OCT 31 2016

MEMORANDUM FOR: R. Gil Kerlikowske
Commissioner
U.S. Customs and Border Protection

FROM: Chip Fulghum (b)(6);(b)(7)(C)
Deputy Under Secretary for Management
and Chief Financial Officer

SUBJECT: U.S. Customs and Border Protection's Land, Maritime, and Air
Domain Awareness Capabilities (b)(7)(E)

On June 10, 2016, an Acquisition Review Board (ARB) met to consider the future of the Strategic Air and Marine Program (StAMP). The Joint Requirements Council (JRC) was tasked with reviewing and analyzing all existing capabilities documentation with U.S. Customs and Border Protection (CBP) pertaining to the Multi-role Enforcement Aircraft (MEA), the H-60 medium lift helicopter, and the Unmanned Aircraft System (UAS-MQ9) to determine if pre-Joint Requirements Integration Management System acquisition documents sufficiently articulated the capability gaps, mission requirements, operational concepts, and requirements. Additionally, on August 12, 2016, the ARB reviewed CBP's Tethered Aerostat Radar System (TARS) and Tactical Aerostat and Relocatable Towers (TAS) programs. The purpose of the ARB was to conduct a program review of TARS and TAS to ascertain the current operational status, risks and challenges, sustainment needs, and future strategy for both programs.

During the meetings, ARB members identified the need for a comprehensive border plan that depicts the current CBP land, maritime, and air domain awareness capabilities. The need for this CBP comprehensive border plan was also identified in ARB meetings for the Non-Intrusive Inspection Systems, Remote Video Surveillance Systems (RVSS), and StAMP programs on January 22, March 22, and July 21, 2016, respectively.

The Department of Homeland Security (DHS) currently does not have an articulation of CBP's common operational picture, nor its enterprise-level concept of operations for land, maritime, and air domain awareness capabilities. The common operational picture and enterprise-level concept of operations are needed to inform current and future capabilities and program budgets as well as requirements development, acquisition, and sustainment decisions.

To rectify this situation, I am directing that CBP document and submit a current comprehensive border plan as follows:

- CBP will complete the following land domain awareness, surveillance, detection, cueing, and requirements documentation that reflects the capability requirements of Air and Marine Operations, U.S. Border Patrol, and U. S Immigration Customs Enforcement Homeland Security Investigations to address land domain threats (e.g., Land interdiction MEA, H-60 surveillance and detection capability, Light Enforcement Aircraft, UAS, RVSS, Integrated Fixed Towers, TAS, and (b) (7)(E) (b) (7)(E)): Capabilities Analysis Report (due January 31, 2017); Mission Need Statement (due March 1, 2017); and Concept of Operations (due June 1, 2017). Operational Requirements Documents will be subsequently produced for the systems that contribute to land domain awareness. CBP will coordinate with the JRC on the scope and analysis that will be necessary in submitting these capability-level documents.

The air and maritime domain awareness analyses will be addressed after the land domain surveillance analysis is complete.

The tasks in this memorandum supersede current open action items contained in previous Acquisition Decision Memoranda which pertain to land domain surveillance, detection, and cueing requirements documentation as reflected in the enclosure.

This memorandum has been coordinated with the appropriate DHS offices. It will be the responsibility of CBP to ensure that the results of this memorandum are communicated to the affected stakeholders. The JRC and the Office of Program Accountability and Risk Management will provide support and assistance as required. Should you have any questions, please contact (b)(6);(b)(7)(C) (JRC) at (b)(6);(b)(7)(C) or (b)(6);(b)(7)(C) or (b)(6);(b)(7)(C) (PARM) at (b)(6);(b)(7)(C) or (b)(6);(b)(7)(C).

Enclosure: "Open related ADM Action Items"

Cc:

Deputy Secretary
Deputy Under Secretary for Management
Under Secretary for Science and Technology
Assistant Secretary for Policy
Deputy General Counsel
Chief Financial Officer
Chief Information Officer
Chief Procurement Officer
Chief Readiness Support Officer
Chief Human Capital Officer

Chief Security Officer

Executive Director, Office of Program Accountability and Risk Management

Director, Office of Test & Evaluation, Science and Technology

Director of Legislative Affairs for the Management Directorate, Office of Legislative Affairs

Director, Budget Division, Office of the Chief Financial Officer

Chairman, Joint Requirements Council

Open related ADM Action Items

1. Acquisition Decision Memorandum Jan 06 2015: US Customs & Border Protection's Strategic Air & Marine Program Acquisition Review Board.

"#8. [REDACTED] (b) (7)(E)

[REDACTED] has not been achieved due to funding constraints. The OAM will provide justification for requested UAS mix and laydown for UAS quantities to the JRC and Chair of ABG by March 31, 2015. The JRC and Chair AGB will provide recommended mix to my office by April 30, 2015. StAMP will discuss the planned end-state at the first semi-annual Program Review with the ARB. (S&T completed Phase I of the study, August 2016)."

2. Acquisition Decision Memorandum Apr 20 2016: US Customs & Border Protection's Remote Video Surveillance System Upgrade Program Review (RVSS).

"Submit Capabilities Analysis Study Plan and Capability Analysis Report: CBP, working with the JRC, will submit a CASP by April 30, 2016, and a CAR by August 31, 2016. The CAR will explain the needs for an affordable, sustainable RVSS in context with other border security technology (e.g. [REDACTED] (b) (7)(E)

[REDACTED] (b) (7)(E)). The S&T Directorate will support the CAR with a technical assessment of current and projected RVSS technology, to include on-going DHS border security related research and development."

3. Acquisition Decision Memorandum Jul 16 2016: US Customs & Border Protection's Strategic Air and Marine Program (StAMP) Review.

"#3. MEA, H-60, and UAS: CBP AMO will provide the JRC all existing capabilities documentation (e.g. Capabilities Analysis Reports, Mission Needs Statements, Concept of Operations, and Operational Requirements Documents and supporting materials for the MEA, H-60, and UAS including overarching documentation (i.e. StAMP, MNS, ORDs and CONOPs). This documentation was submitted by CBP AMO on July 1, 2016. JRC Analysis will review and assess these documents by August 1, 2016, using JRIMS concepts as a baseline, to determine whether the pre-acquisition documents sufficiently articulate the capability gaps, mission needs, operational concepts, and operational requirements to meet the operational needs. In collaboration with CBP AMO, the JRC will advise the USM by September 30, 2016 on the sufficiency of the information in support of the material decisions, the necessary steps to resolve/address critical shortfalls, and the mitigation strategies and risks associated with not fulfilling non-critical shortfalls."

4. Acquisition Decision Memorandum April 20, 2016: U.S. Customs & Border Protection's Remote Video Surveillance System (RVSS).

"CBP, working with the Joint Requirements Council (JRC), will submit a Capabilities Analysis Study Plan by April 30, 2016, and a Capabilities Analysis Report (CAR) by August 31, 2016. The CAR will explain the needs for an affordable, sustainable RVSS in context with other border security technology (e.g. Mobile Surveillance System, Integrated Fixed Towers, [REDACTED] (b) (7)(E), Unmanned Aircraft Systems, Multi-role Enforcement

Aircraft, aerostats). The Science and Technology Directorate (S&T) will support the CAR with a technical assessment of current and projected RVSS technology, to include on-going DHS border security-related research and development.”